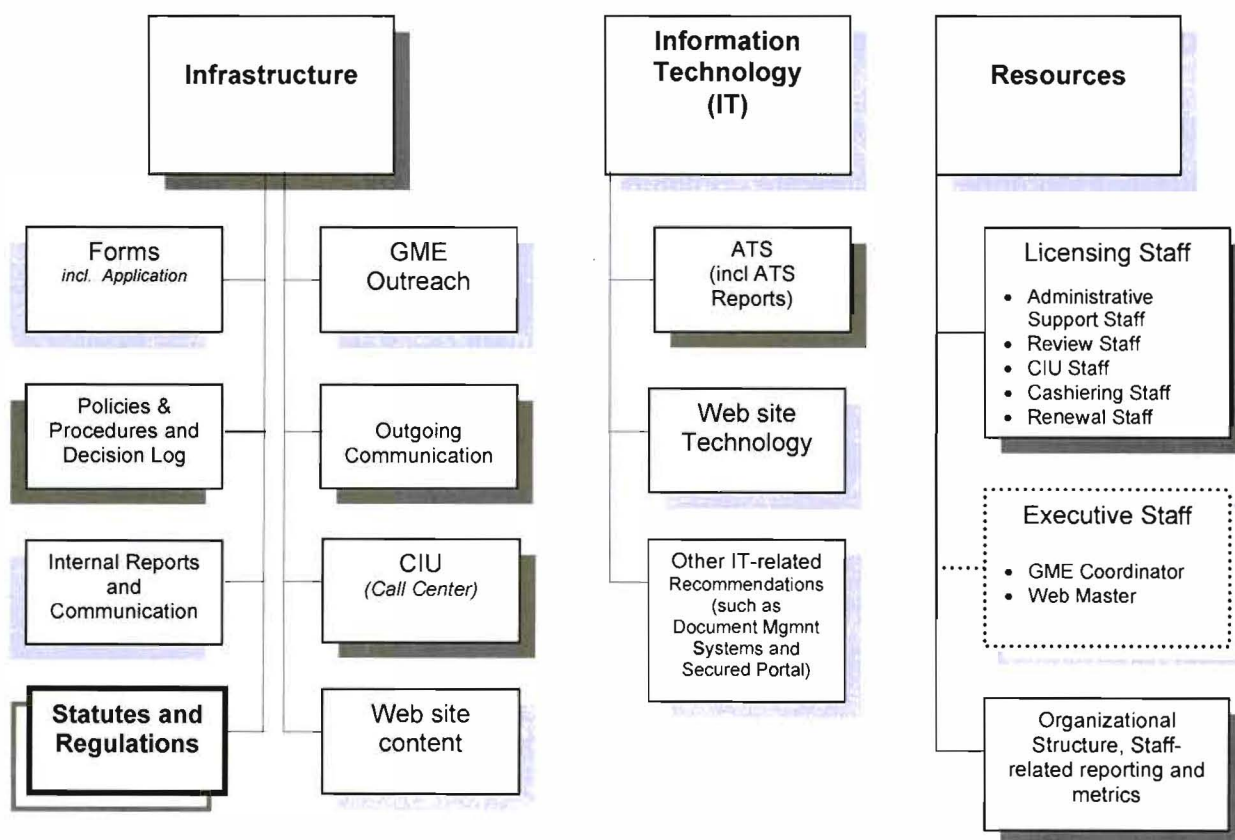




## 6 Recommendations

Observations across the business processes and support entities were found to have common themes. Recommendations were developed based on these observations and other information gathered and grouped by these themes into recommendation categories. The figure below shows the recommendation categories and what each includes. The categories will also facilitate review and assessment of the recommendations.

Figure 16 – Recommendation Categories





The recommendations included in this section are a collective list identified by either the MBC Licensing Program Staff prior to the start of the BPR Study or the BPR Study Team during the BPR Study. Through a collaborative effort with MBC Licensing Program Staff, the BPR Study Team has taken the recommendations identified prior to the start of the BPR Study and provided information necessary to facilitate assessment and implementation. Recommendations identified by the BPR Study Team during the BPR Study were done in cooperation with the MBC Licensing Program.

Due to various factors related to the current environment, short-term directives, and the anticipated increase in application receipt and workload from January through June, the BPR Study Team informally released several recommendations in advance of the publication of this report as requested by the MBC Licensing Chief. These recommendations are in various stages of implementation.

With the implementation of any of these recommendations, it is strongly recommended that quality assurance measures are continued and new measures are incorporated into the processes where appropriate. Often when objectives are tied to measurement of output (such as increasing the number of initial reviews completed), quality can be comprised. It is necessary that both efficiency and quality be balanced in each and every action supporting MBC's mission of protecting health care consumers through the proper licensing of physician and surgeons.

Additional detail and information on these recommendations, including recommended quantitative and qualitative metrics to assess the efficacy of the each recommendation, can be found in Section 9.3 starting on page 158.

A summary of the recommendations is included in the following table.



**Table 4 – Recommendation Summary**

The Recommendation Summary table provides the following information:

- **Recommendation** - The recommendation, its ID and category (Infrastructure, IT or Resources) is identified with a brief summary. The brief summary incorporates some observations and anticipated benefits once implemented.
- **Cost Scale and high-level identification of costs** – Costs identified include anticipated expenses, time, resources or anticipated impact to staff or current process. The identified costs are used to determine the value of the recommendation (high/medium/low) on the cost scale.

Cost Scale	
<b>High</b>	Anticipate one or more of the following: <u>significant</u> expense (>\$250K), time to complete (> 12 months), change to resources (relative to other recommendations), impact to staff (extensive training), current process (major updates to policies and procedures, application, web site)
<b>Medium</b>	Anticipate one or more of the following: <u>moderate</u> expense (between \$50K and \$250K), time to complete (between 6 and 12 months), change to resources (relative to other recommendations), impact to staff (minimal training), current process (small updates to manuals, web site, internal/external communication)
<b>Low</b>	Anticipate one or more of the following: <u>minimal</u> expense (< \$50K), time to complete (< 6 months), change to resources (relative to other recommendations), impact to staff (minimal training), current process (small updates to manuals, web site, internal/external communication)

- **Benefit Scale and high-level identification of benefits** – Benefits identified include anticipated improvements to the organization, productivity, application processing and customer service as well as anticipated reductions in cost, time or resources. The identified benefits are used to determine the value of the recommendation (high/medium/low) on the benefit scale.

Benefit Scale	
<b>High</b>	Anticipate one or more of the following: <u>significant</u> improvement to organization, productivity, work environment, application processing and customer service or <u>significant</u> reductions in cost, time or resources
<b>Medium</b>	Anticipate one or more of the following: <u>moderate</u> improvement to organization, productivity, work environment, application processing and customer service or <u>moderate</u> reductions in cost, time or





	resources
<b>Low</b>	Anticipate one or more of the following: <u>minimal</u> improvement to organization, productivity, work environment, application processing and customer service or <u>minimal</u> reductions in cost, time or resources

- **Priority** – Priority is assigned to determine target completion date and assist MBC in further planning associated with recommendation implementation.

Priority Scale definition	
<b>High</b>	Recommendation is <u>critical</u> to current and ongoing operations and should be implemented <u>as soon as possible</u> . This recommendation may be a prerequisite for the advancement of other recommendations. Priority should be given to resource allocation for recommendations assessed with a “high” priority.
<b>Medium</b>	Recommendation is <u>important</u> to ongoing operations and will support the creation of a sustainable Licensing program. A recommendation assessed as medium priority may require significant planning, resources or time to implement.
<b>Low</b>	Recommendation is of value to operations or long-term sustainability of the Licensing Program, but <u>not critical or important</u> . A recommendation assessed as <u>low</u> priority may require significant planning, resources or time to implement.

- **Recommended Phase** – Recommendations developed in the BPR Study are a component of the Licensing Program Plan presented by the Licensing Chief to the Board in October 2009. Phase 1 activities were completed by December 2009. Phase 2 identifies activities to be completed within the next 12 months (through December 2010) and Phase 3 identifies activities to be started after January 2011.
- **Target Completion Date** for recommendation to be completed. If the recommendation has intermediate goals (such as an assessment), these are identified within the Target Completion Date.



Table 4 - Recommendation Summary

CATEGORY Sub-Category	ID #	Recommendation	Cost Level	High-level Costs	Benefit Level	High-level Benefits	Priority	Phase	Target Completion Date
INFRA Process +Procedures	IF-1	<b>Continue to advance Policy and Procedure Manuals</b>  This includes completing the application policies and procedures manual (the physician application review sections are complete), enhancing its format, creating a review and update process that can be used for all policy and procedure manuals and developing licensing renewal policies and procedures. This will support the principles of clear, concise and consistent information and improve consistency in processing. Staff training is required and a dedicated resource is recommended for these tasks.	Medium	<ul style="list-style-type: none"><li>• Development time</li><li>• Dedicated resource</li><li>• Staff Training and rollout</li><li>• Cyclical Review and update</li></ul>	High	<ul style="list-style-type: none"><li>• Standardized processes</li><li>• Easier to read and locate information</li></ul>	High	2	Dec 2010
INFRA Process +Procedures	IF-2	<b>Increase uninterrupted time available for Review tasks</b>  Review Staff estimate two to four hours a day are spent on phone calls and e-mails. Reducing the time spent on phone calls and email will increase time available for review tasks.  <u>OPTION 1:</u> Reclassify existing CIU staff and/or augment CIU staff with properly trained staff able to answer calls that currently go to Review Staff.  <u>OPTION 2:</u> Temporarily relieve Review Staff of returning e-mails and phone calls within established timeframe when workload is high.	Low	<ul style="list-style-type: none"><li>• OPTION 1: Possible need for additional CIU staff, Training</li><li>• OPTION 2: Increased time for returning calls and emails, possible escalation of calls to Executive Staff</li></ul>	Medium	<ul style="list-style-type: none"><li>• Increased time for reviewers to complete initial review and application processing activities.</li></ul>	Medium	OPTION 1: 2  OPTION 2: As needed	OPTION 1: Dec 2010  OPTION 2: As needed
INFRA Process +Procedures	IF-3	<b>Strengthen program-wide Quality Assurance (QA) processes</b>  Ensuring the application has met all requirements prior to licensure and issuance of PTAL supports the mission of MBC. The current QA program must be maintained including the recently added enhanced QA of deficiency letters for new staff and application set-up and Z-Project. Additional training will ensure Licensing Staff understands QA benefits.	Low	<ul style="list-style-type: none"><li>• Time and resources to maintain QA processes</li><li>• Staff Training</li><li>• Updating processes and procedures</li></ul>	High	<ul style="list-style-type: none"><li>• Standardized processes</li><li>• Reduced errors</li><li>• Increased efficiency</li><li>• Increased metric reliability</li><li>• Increased staff morale</li></ul>	High	2	May 2010
INFRA Process +Procedures	IF-4	<b>Create process to capture and assess Staff suggestions</b>  Establishing a repository and process to capture and assess staff suggestions will increase communication, knowledge, and enhance a professional work environment by gathering and documenting staff ideas in policy, procedure, process changes.	Low	<ul style="list-style-type: none"><li>• IN PROCESS</li><li>• Time and resources to review, assess and implement suggestions</li></ul>	High	<ul style="list-style-type: none"><li>• Suggestions from staff doing work are often viable and practical</li><li>• Increased collaboration</li><li>• Increased morale</li></ul>	Medium	2	Mar 2010
INFRA Process +Procedures	IF-5	<b>Implement a Continuous Process Improvement (CPI) program</b>  MBC should integrate into its long-range planning, the adoption of a scalable CPI program. This requires executive sponsorship and an organizational leader knowledgeable in the selected CPI methodology. Additional assessment is required.	Medium	<ul style="list-style-type: none"><li>• Time and resources to select a CPI methodology</li><li>• Time and resources to implement the CPI program</li><li>• Time and resources to maintain the CPI program</li><li>• Staff training</li><li>• Updating processes and procedures</li></ul>	High	<ul style="list-style-type: none"><li>• Standardized processes</li><li>• Reduced errors</li><li>• Increased efficiency</li><li>• Increased metric reliability</li><li>• Increased staff morale</li></ul>	Medium	3	Jun 2011 (assess)
INFRA Licensing Application	IF-6	<b>Revise Application and Instructions</b>  Revise application and instructions based on staff recommendations and a historical study of errors found in application and supporting documentation. This will result in receiving applications with fewer errors, reducing deficiency letters sent to applicants and MBC workload. Subsequent and coordinated changes will be required for Web site content, Policy + Procedure Manuals, outgoing correspondence, CIU scripts.	Medium	<ul style="list-style-type: none"><li>• Development + replacement of existing form</li><li>• Forms management</li><li>• Staff Training</li><li>• Cyclical review and update</li></ul>	High	<ul style="list-style-type: none"><li>• Clearer information to applicant</li><li>• Decrease in phone calls</li><li>• Decrease in application errors</li></ul>	High	2	Oct 2010
INFRA Licensing Application	IF-7	<b>Implement Application Set-up Worksheet</b>  Application Set-up Worksheet would replace current "pink form" used by Support Staff. Worksheet incorporates all tasks assigned to Support staff in setting up new application file folders and subsequent preliminary review and increases accountability and ability to	Low	<ul style="list-style-type: none"><li>• Replace existing form</li><li>• Forms management</li><li>• Staff Training</li><li>• Cyclical review and update</li></ul>	Medium	<ul style="list-style-type: none"><li>• Better ability to measure</li><li>• Increased accountability</li></ul>	Medium	2	Sep 2010



Table 4 - Recommendation Summary

CATEGORY Sub-Category	ID #	Recommendation	Cost Level	High-level Costs	Benefit Level	High-level Benefits	Priority	Phase	Target Completion Date
INFRA Licensing Application	IF-8	<p>measure task completion and accuracy. Information on the form could be used by license and QA reviewers. A sample is included in Section 9 of the BPR Study Report.</p> <p><b>Integrate Checklist into Application</b></p> <p>This new checklist is intended to be integrated into the application and used by the applicant to verify all required documents and forms are included prior to application submission to MBC. Applicant can also use checklist to verify and identify date documents were requested by external entities (such as transcripts from Medical School). The checklist would be sent in with the application. A sample is included in Section 9 of the BPR Study Report.</p>	Low	<ul style="list-style-type: none"> <li>New form</li> <li>Staff Training</li> <li>Cyclical Review and update</li> <li>Possible short-term increase in CIU calls</li> </ul>	High	<ul style="list-style-type: none"> <li>Provides better guidance to applicant</li> <li>Allows MBC to obtain add'l info not available on current forms</li> <li>Increased quality of applications received</li> <li>Long-term decrease in calls to MBC</li> </ul>	Medium	2	Jun 2010
INFRA Licensing Application	IF-9	<p><b>Revise Fee Schedule and Licensing Invoice Letter</b></p> <p>Current fee schedule and invoice letter are confusing and result in additional work for Cashiering and Licensing staff and possible delays in licensure. Samples of revised form and letter are included in Section 9 of the BPR Study Report.</p>	Low	<ul style="list-style-type: none"> <li>Replace existing form</li> <li>Forms management</li> <li>Staff Training</li> <li>Cyclical review and update</li> </ul>	Medium	<ul style="list-style-type: none"> <li>Clearer information to applicant</li> <li>Decrease fee-related errors</li> <li>Decrease in calls to MBC</li> </ul>	High	2	Jun 2010
INFRA Licensing Application	IF-10	<p><b>Implement PTAL/License Application Update Form</b></p> <p>Currently, any update to the PTAL/License application (L1A-L1E) requires a new and fully completed application. There is no apparent benefit and results in additional reviewer time and errors unrelated to the updated information. At one time, a separate Application update form (L8) was used. This recommendation supports the use of an Application update form.</p>	Medium	<ul style="list-style-type: none"> <li>Development + replacement of existing form</li> <li>Forms management</li> <li>Staff Training</li> <li>Cyclical review and update</li> </ul>	High	<ul style="list-style-type: none"> <li>Decrease in application errors</li> </ul>	High	2	Sep 2010
INFRA Forms	IF-11.1	<p><b>Continue use of FSMB's eTranscripts</b></p> <p>eTranscripts provides an electronic version of the USMLE test score transcript through a secured portal. Use of this service is working and should continue.</p>	N/A	N/A	N/A	N/A	N/A	N/A	IMPL
INFRA Forms	IF-11.2	<p><b>Continue acceptance of FSMB's FCVS</b></p> <p>FCVS creates a Physician Information Profile with primary source verification and documents required for licensure. MBC accepts the documents as long as they meet current statutory and regulatory requirements. Use of this service is working and should continue. MBC should monitor information about the FCVS enhancements scheduled for implementation in 2010 to determine benefit to current MBC processing.</p>	N/A	N/A	N/A	N/A	N/A	N/A	IMPL
INFRA Forms	IF-11.3	<p><b>Implement iPickup for electronic FCVS packet</b></p> <p>This FSMB service electronically sends FCVS documents to a state Medical Board. It is currently not being used at MBC, but once implemented could save time for both MBC staff and the applicant. A process will need to be established and documented and staff will require training.</p>	Low	<ul style="list-style-type: none"> <li>Establish process</li> <li>Identify staff to receive and process iPickup notifications</li> </ul>	Medium	<ul style="list-style-type: none"> <li>Only print what's needed</li> <li>Less mail to process</li> </ul>	Medium	2	Jun 2010 (IN PROCESS)
INFRA Forms	IF-11.4	<p><b>Assess Use of FSMB's GME Connect info in lieu of L3A/B</b> (Certificate of Completion of ACGME/RCPPSC Postgraduate Training).</p> <p>GME Connect allows GME programs to provide credentialing verifications to FSMB online through a secured portal. GME Connect should be assessed further to determine use and benefit. Options for MBC to assess include accepting this data in the FCVS packet or allowing the submission GME Connect data in hardcopy form with a wet signature to be allowed in lieu of an L3A/B.</p>	Low	<ul style="list-style-type: none"> <li>Create or analyze crosswalk between L3A/B and info from GME Connect to determine if its use is feasible.</li> </ul>	Medium	<ul style="list-style-type: none"> <li>Possibly more efficient process for GME Program to complete</li> </ul>	Medium	2	Feb 2011
INFRA Forms	IF-11.5	<p><b>Monitor FSMB developments for Uniform Application + State-specific Addendum</b></p> <p>These products would replace the Physician Licensing Application (Forms L1A- L1E) and require significant MBC effort to implement. MBC should monitor the status of these products, but focus resources on the development of the Breeze2 system that will replace the Application Tracking System (ATS).</p>	N/A	<ul style="list-style-type: none"> <li>N/A</li> </ul>	N/A	<ul style="list-style-type: none"> <li>N/A</li> </ul>	N/A	N/A	N/A



Table 4 - Recommendation Summary

CATEGORY Sub-Category	ID #	Recommendation	Cost Level	High-level Costs	Benefit Level	High-level Benefits	Priority	Phase	Target Completion Date
INFRA PTAL	IF-12	<b>Resolve Postgraduate Training Authorization Letter (PTAL) issues and implement changes</b>  Current issues include, but are not limited to, statutory and regulatory requirements, PTAL renewal limit and fees, file retention, licensing inventory and workload impact, and Application Tracking System (ATS) constraints.	Medium	<ul style="list-style-type: none"> <li>Time and resources for special project and subsequent work</li> <li>Licensing Committee and Board involvement for policy direction</li> </ul>	High	<ul style="list-style-type: none"> <li>Better management of PTALs</li> <li>Better tracking + reporting of PTALs</li> </ul>	High	2 (ASSESSMENT)  3 (STATUTORY + REGULATORY CHANGES)	Dec 2011
INFRA Website	IF-13	<b>Update MBC Web site content on Applicant Tab</b>  Current Web site information is outdated and incomplete. 1. Update Applicant tab to more applicant-specific information 2. Separate application from instructions 3. Add PTAL-specific tab 4. Limit use of Webmaster to technical-related issues; use general mailbox for non-technical inquiries (for example, info@mbc.ca.gov) 5. Have option for WAAS users to send email to WAASinfo@mbc.ca.gov to reduce CIU calls 6. Add fields to callback info for requestor to include ATS info and nature of inquiry 7. Create cyclical Web site review and update process	Medium	<ul style="list-style-type: none"> <li>Resources required to review website, propose updates and implement</li> <li>Requires a Dedicated and specialized resource</li> <li>Possible short-term increase in CIU calls because information is in a "different place"</li> <li>Training for MBC Licensing Program Staff (Review Staff, Executive Admin staff, CIU staff)</li> <li>Process to check generic mailboxes</li> <li>Resources to create processes, including cyclical review.</li> </ul>	High	<ul style="list-style-type: none"> <li>Long-term decrease in phone calls to CIU as Web site should become primary source of information for physicians and healthcare consumers.</li> <li>Increased quality in application</li> </ul>	High	2	Oct 2010
INFRA CIU	IF-14	<b>Implement Consumer Information Unit (CIU) enhancements</b>  The CIU provides MBC phone support. CIU recommendations include <ul style="list-style-type: none"> <li>monthly review of outcome codes to determine subsequent action (for example, Web site update or need for new outcome code), regular assessment of call tree used when callers phone CIU, and</li> <li>ability to update Web Center calendar.</li> </ul>	Low	<ul style="list-style-type: none"> <li>Time and resources to conduct research, review reports</li> </ul>	Medium	<ul style="list-style-type: none"> <li>Enhanced feedback loop between CIU and other licensing-related components</li> </ul>	High	2	Jun 2010 (IN PROCESS)
INFRA GME	IF-15	<b>Assess use of AMA's Physician Professional Database (PPD)</b>  Preliminary research indicates AMA PPD has data on residents currently enrolled in GME programs. This may provide value to MBC in PTAL verification, PGT registration, workload projections, and targeted outreach.	Medium	<ul style="list-style-type: none"> <li>Time and resources to do complete assessment</li> <li>New process to accept and process AMA file</li> <li>Revision to current PGT Registration Form processing</li> </ul>	High	<ul style="list-style-type: none"> <li>Single source for data</li> <li>Increased accuracy</li> <li>Reduction (or elimination) of Form 07M-175A</li> <li>May have other uses</li> </ul>	Medium	TBD	Sep 2010
INFRA Other	IF-16	<b>Evaluate the viability of the Postgraduate (PG) Training Permit Concept</b>  Concept requires PG Training Permits for all residents prior to the start of PG training. This concept was previously evaluated in 1997 and 2006, and identified again in October 2009. BPR Study Team asked to assess. Significant policy shift, statutory and regulatory changes are required. Substantial increase in workload for run out period assuming both old policy and new policy would be in effect for a period of time. Special Study recommended if MBC wants to further consider this concept.	High	<ul style="list-style-type: none"> <li>Significant Statutory and regulatory changes</li> <li>Significant workload increase during "run out" period for existing statutes and regulations</li> <li>Significant internal and external documentation and communication updates</li> </ul>	unknown	<ul style="list-style-type: none"> <li>Unknown</li> </ul>	Low	3	Sep 2011
IT Management Reports	IT-1	<b>Implement New Management Report Recommendations</b>  There are over 20 reports identified within this recommendation to assist the Licensing Program. Some were assessed as immediate priority and implemented during the BPR Study to assist in managing application inventory awaiting initial review. Reports assessed as high priority include those associated with: <ul style="list-style-type: none"> <li>Application Review Process (through initial review)</li> <li>PTALs issued</li> <li>Administrative Support Processes</li> <li>Pended Mail waiting review</li> <li>Quality measurements</li> <li>Real-time management "dashboard" reporting</li> </ul>	Medium	<ul style="list-style-type: none"> <li>Licensing Program and ISB staff required to assess and prioritize report</li> <li>Report development</li> <li>Licensing Program staff to analyze and act on data provided in the reports</li> </ul>	High	<ul style="list-style-type: none"> <li>Automated reports will increase Review Staff time for application processing</li> <li>Data can be used for staff planning and performance objective development</li> <li>Increased accountability to staff</li> </ul>	High	2	Jun 2010





Table 4 - Recommendation Summary

CATEGORY Sub-Category	ID #	Recommendation	Cost Level	High-level Costs	Benefit Level	High-level Benefits	Priority	Phase	Target Completion Date
IT Management Reports	IT-2	<b>Track DCA/ISB requests and action items</b>  Creating a DCA/ISB request and action item log would assist Licensing Program Staff in the identification and tracking of requests to DCA and ISB. Currently these items are not tracked consistently.	Low	<ul style="list-style-type: none"> <li>Licensing Staff to create and maintain action item list</li> <li>DCA/ISB/Licensing Staff to define requirements and implement</li> <li>Process to be established</li> </ul>	High	<ul style="list-style-type: none"> <li>Increased communication</li> <li>Better tracking and accountability</li> </ul>	Medium	2	Jun 2010
IT Applicant Tracking System	IT-3	<b>Evolve ATS to address MBC needs</b> <ol style="list-style-type: none"> <li>Modify ATS to allow better tracking of PTALs, regulatory compliance, deficiency reporting.</li> <li>Modify ATS so that data will not be erased if pathway is changed.</li> <li>Modify online payment option to allow separate payments by the applicant.</li> <li>Modify ATS to allow expiration date (or test date) to be captured so that reports (and letters) can be automatically generated if test scores are expiring.</li> </ol>	High	<ul style="list-style-type: none"> <li>DCA/ISB/Licensing Staff to define requirements and implement</li> </ul>	High	<ul style="list-style-type: none"> <li>Increased ability for ATS to meet MBC's processing needs</li> </ul>	High	2	Dec 2010
IT E-communication	IT-4	<b>Explore ways to increase use of electronic communication</b>  Increasing use of e-communication with applicants and external entities will reduce overall timeframes and workload. There is currently a heavy dependence on hardcopy communication, although there are areas where e-communication is increasing such as ePickup and email notification to applicant that license application has been approved. Increased use of email for deficiency notices is recommended. Other recommendations in this study support increase use of e-communication.	Medium	<ul style="list-style-type: none"> <li>Licensing program and ISB Resources to implement and maintain</li> <li>Customer/stakeholder learning curve</li> </ul>	Medium	<ul style="list-style-type: none"> <li>Improved customer satisfaction</li> <li>Improved staff productivity</li> <li>Improved stakeholder communications</li> </ul>	Medium	2	Jun 2010
IT E-communication	IT-5	<b>Assess option for DCA/MBC ISB secured portal for electronic L3A/B</b>  Staff takes time ensuring signatures are correct and the seal is valid on Form L3A/B (Certificate of Completion of ACGME/RCPSG Postgraduate Training). Receiving this form via a secured portal would reduce overall processing timelines.	High	<ul style="list-style-type: none"> <li>Resource Licensing Program and ISB staff to assess feasibility</li> <li>Licensing program and ISB resources to implement and maintain</li> <li>Outreach to GME programs</li> </ul>	High	<ul style="list-style-type: none"> <li>Reduction in time associated with obtaining L3A/B from GME programs</li> </ul>	Medium	2	Jun 2010 Assess Dec 2010 Implement
IT Database	IT-6	<b>Actively support DCA's development of the BREEZE2 Database System</b>  California Department of Consumer Affairs (DCA) is in the process of developing an Agency-wide application system to replace the current Application Tracking System (ATS). Anticipated implementation is December 2012. MBC involvement is critical so that requirements are identified early in system development. Continued support through implementation will ensure requirements have been appropriately addressed.	High	<ul style="list-style-type: none"> <li>Significant cost to DCA/State of California for the development and deployment of new system</li> <li>Cost of Licensing Program and ISB staff required in support of the planning and turnover to BREEZE2</li> </ul>	Medium	<ul style="list-style-type: none"> <li>2010 technology will lead to improvements in Licensing Program processes</li> <li>Significant management insight into workflow</li> <li>Lower long-term costs through achieving higher productivity and employee satisfaction</li> <li>Higher customer satisfaction</li> </ul>	High	2 & 3	Dec 2012
IT Document Management	IT-7	<b>Evaluate use of a Document Management System</b>  There are a wide variety of Document Management Systems (DMS) available that provide better workflow, tracking and reporting and increase use of electronic imaging in processing. Implementing a DMS requires significant planning, resources and training as well as a strong infrastructure to support the substantial changes. BPR Study Report provides State resources for further assessment.	High	<ul style="list-style-type: none"> <li>Significant workflow changes</li> <li>Possibly significant internal and external documentation and communication updates</li> </ul>	Medium	<ul style="list-style-type: none"> <li>Significantly better and more secure document management</li> <li>Better workload distribution</li> <li>Increased tracking</li> <li>Better management oversight</li> <li>Improved customer satisfaction</li> </ul>	Medium	2	Oct 2012
Resources Staffing	R-1	<b>Advance Staffing Recommendations</b>  This recommendation will address the resource constraints the Licensing Program has experienced over the past several years. In addition, some recommendations identified during this BPR Study require staffing changes. Assumption has been made that the Licensing Program will hire four (4) staff from BCP effective July 1, 2010. Staffing recommendations include reclassification of existing staff and acquisition of seven (7) additional positions through a future BCP.	High	<ul style="list-style-type: none"> <li>Create and submit BCP</li> <li>Hire additional staff</li> <li>Identifying and training "Floaters"</li> <li>Additional management, planning and coordination required for float staff</li> <li>Additional staff needed and trained in both IMG and US/CAN</li> </ul>	High	<ul style="list-style-type: none"> <li>Increased effectiveness of Licensing Program</li> <li>Better management and oversight</li> <li>Reduced staff to manager ratios</li> <li>Stronger infrastructure increases likelihood of long-term sustainability</li> <li>Increased capability to plan for and address workload fluctuations</li> </ul>	High	2	Oct 2010





Table 4 - Recommendation Summary

CATEGORY Sub-Category	ID #	Recommendation	Cost Level	High-level Costs	Benefit Level	High-level Benefits	Priority	Phase	Target Completion Date
						<ul style="list-style-type: none"> <li>Ability to minimize impact of staff planned and unplanned absences</li> </ul>			
Resources Organization	R-2	<b>Reorganize Licensing Program and reinforce roles and responsibilities</b>  The reorganization will result in functional groupings and includes: <ol style="list-style-type: none"> <li>Creation of a new Front-end/Back-end unit under Licensing Section</li> <li>Restructure of existing Application Processing Units to focus on only US/CAN or IMG. Currently units do both.</li> <li>Consolidation and realignment of infrastructure-related functions into one unit. Senior Review 2 and Special Programs will also be included in this unit.</li> <li>Additional level of management to support the five (5) units in Licensing Section.</li> </ol>	High	<ul style="list-style-type: none"> <li>Reorganization from current structure</li> <li>Potential staff resistance</li> </ul>	High	<ul style="list-style-type: none"> <li>Increased accountability</li> <li>Increased reporting</li> <li>Increased consistency</li> </ul>	High	2	Sep 2010
Resources Organization	R-3	<b>Restructure Administrative Support workflow</b>  Restructuring the workflow will address varied skills sets needed to complete application set-up and preliminary review tasks. It will also allow application files to flow to Review Staff in receipt date order.	Medium	<ul style="list-style-type: none"> <li>Initial assessment of skillsets required for each task</li> <li>Assignment of appropriately skilled staff</li> <li>Continued assessment of assigned staff</li> <li>Potential staff resistance as shift from individual tasks to team concept</li> </ul>	High	<ul style="list-style-type: none"> <li>Increased ability to address varied skillsets needed in front-end tasks</li> <li>Promote team concept across support staff</li> <li>Staff will develop expertise in one area more quickly</li> <li>Faster recognition of workload issues</li> </ul>	Medium	2	Sep 2010
Resources Organization	R-4	<b>Change name of Consumer Information Unit (CIU)</b>  The current name may unintentionally result in physicians and other non-consumers calling the Executive Office for assistance. Recommend change to "Physician and Consumer Information Unit".	Low	<ul style="list-style-type: none"> <li>Update Web Center call tree</li> <li>Update the Web site</li> <li>Update internal or external documentation and correspondence</li> <li>Train staff</li> </ul>	Medium	<ul style="list-style-type: none"> <li>Better customer service</li> <li>More accurate call metrics (call metrics not captured for Executive Office)</li> </ul>	High	2	Sep 2010
Resources Organization	R-5	<b>Shift clerical tasks done by Review Staff to Support Staff</b>  Identification and alignment of clerical tasks to Support Staff will increase time Review Staff have to complete application review tasks.	Low	<ul style="list-style-type: none"> <li>Realignment of currently assigned responsibilities for Review Staff and Support Staff</li> <li>Increased workload for Support Staff</li> <li>Additional Training and Quality Review</li> </ul>	Medium	<ul style="list-style-type: none"> <li>Increase in time for Review Staff to perform application reviews</li> <li>Application will be more complete when Review Staff starts tasks</li> <li>Higher job satisfaction for Review Staff</li> <li>Increased ability for Support Staff to expand skill sets</li> </ul>	Medium	2	Jun 2010
Resources Training	R-6	<b>Continue to create and deploy effective training programs</b>  Current training program for application processing is based on classroom training with real application files, observation and one-on-one mentoring. Continued focus on creating, refining and deploying training programs will benefit the Licensing Program with increased teamwork, collaboration, staff knowledge and skills. Typically when training opportunities are available, there is a higher level of job satisfaction.	Low	<ul style="list-style-type: none"> <li>Dedicate resource to create, refine, maintain and deploy training programs</li> <li>Staff time for training</li> </ul>	Medium	<ul style="list-style-type: none"> <li>Professionally satisfying work environment</li> <li>Increased morale</li> <li>Increased teamwork, collaboration, job satisfaction</li> <li>Higher work quality</li> </ul>	Medium	2	Aug 2010
Resources Performance Metrics	R-7	<b>Continue to work inventory to achieve initial review within 60 calendar days</b>  This will allow management a reasonable "buffer" of time to identify and address unanticipated issues, such as higher than anticipated staff absences, that could result in a recurrence of a backlog.	Medium	<ul style="list-style-type: none"> <li>Working at continued pace</li> </ul>	High	<ul style="list-style-type: none"> <li>A reasonable "buffer" of time to address unanticipated issues</li> </ul>	High	2	Apr 2010
Resources Performance Metrics	R-8	<b>Establish performance objectives, program-wide staffing plans, and metrics</b>  These management tools will ensure Licensing Program staff has the information to manage workload and resources. The BPR Study Team worked with Licensing Program to develop performance objectives, preliminary staffing plans, and metrics for Application Review Staff to assist in the efforts focused on eliminating the backlog. These tools can be refined and leveraged to create tools for other areas of the Licensing Program.	Low	<ul style="list-style-type: none"> <li>Dedicated resource to maintain</li> <li>Time and resources to do analysis, make adjustments and take corrective action</li> <li>Resources and time to identify, capture and analyze metrics and determine any corrective action</li> </ul>	High	<ul style="list-style-type: none"> <li>Ability to measure task duration</li> <li>Ability to identify staffing issues</li> <li>Increased ability to address workload fluctuations</li> </ul>	High	2	Sep 2010